

VITAE

F. Randy Blass

Department of Entrepreneurship, Strategy, and Information Management
College of Business
Florida State University
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EDUCATION

- Ph.D.** **Florida State University, 2003**
Business Administration
- M.A.** **Air University, 2004**
Military Operational Art and Science
- M.A.** **George Washington University, 1997**
Administrative Science
- B.A.** **University of South Florida, 1990**
American Studies
- A.A.** **Saint Leo College, 1988**

ACADEMIC POSITIONS

- Jim Moran Professor of Entrepreneurship, Research Associate in
Entrepreneurship:** College of Business, Florida State University, Tallahassee,
FL, 2011 - Present
- Senior Research Fellow,** Institute for Military Veterans and Families, Syracuse
University, NY, 2011 - Present
- Wal-Mart EBV Fellow,** Wal-Mart Foundation EBV Grant, 2011- 2013.
- Associate in Organizational Behavior:** College of Business, Florida State University,
Tallahassee, FL, 2009 - 2009
- Assistant in Organizational Behavior:** College of Business, Florida State University,
Tallahassee, FL, 2006 - 2009
- Assistant Professor:** Management Department, US Air Force Academy, Colorado
Springs, CO, 2004 - 2006

Adjunct Lecturer: College of Business, University of Colorado at Colorado Springs, CO, 2004-2006

Assistant Professor: Management Department, US Air Force Academy, Colorado Springs, CO, 1997-2000

ADMINISTRATIVE POSITIONS

Executive Director, Jim Moran Institute for Global Entrepreneurship, Florida State University, 2014 - Present.

Director, FSU Entrepreneurship Bootcamp for Veterans with Disabilities Florida State University, 2008 - Present.

Director, FSU Entrepreneurship Bootcamp for Veterans with Disabilities - Families Florida State University, 2011 - Present.

Faculty Member, FSU Center for Human Resource Management Florida State University, 2007 - Present.

Director, Jim Moran Institute for Global Entrepreneurship, Florida State University, 2011 - 2013.

Council Member, Small Business Administration's Council on Underserved Communities, 2011- 2013.

Chairman, Florida State University's Veteran Center Initiative Committee, 2011.

Director, College of Business Center for Veteran Outreach (CVO) Florida State University, 2010 - 2013.

Faculty Advisor, Student Chapter of Society for Human Resource Management. Florida State University, 2007 - Present.

Managing Director, Jim Moran Institute for Global Entrepreneurship, Florida State University, 2009 - 2010.

Deputy Department Head for Human Resources: Management Department, US Air Force Academy, Colorado Springs, CO, 2004 - 2005.

Director of Faculty Development: Management Department, US Air Force Academy, Colorado Springs, CO, 2004 - 2005.

Director of Personnel: Management Department, US Air Force Academy, Colorado Springs, CO, 1998 - 2000.

DEVELOPMENT ACTIVITIES

- 2013 - \$200,000 funds and in-kind goods and services for FSU EBV, JMI Sponsored EBV National Conference, FSU EBV Families, & FSU College of Business Center for Veteran Outreach & The Jim Moran Institute.
- 2012 - \$350,000 funds and in-kind goods and services for FSU EBV, FSU Hosted EBV National Conference, FSU EBV Families, & FSU College of Business Center for Veteran Outreach & The Jim Moran Institute.
- 2011 - \$300,000 funds and in-kind goods and services for FSU EBV, FSU Hosted EBV National Conference, FSU EBV Families, & FSU College of Business Center for Veteran Outreach
- 2010 - \$170,000 funds and in-kind goods and services for FSU EBV
- 2009 - \$150,000 funds and in-kind goods and services for FSU EBV
- 2008 - \$120,000 funds and in-kind goods and services for FSU EBV

PROFESSIONAL ACTIVITIES

Invited Consortium Member, *The White House Symposium on Promoting Economic Recovery and Job Creation Through Faith-Based and Community Partnerships*. The White House, Washington DC, 22 Sep 2011.

Council Member, Small Business Administration's Council on Underserved Communities Inaugural Meeting, Washington DC, 2 Aug 2011.

RESEARCH INTERESTS

Organizational socialization and veteran transition
Individual reputation and social influence
Entrepreneurial leadership
Social entrepreneurship
Mentoring and political skill
Social power and influence in organizations
Entrepreneurial Human Resource Management

PROFESSIONAL MEMBERSHIPS

Academy of Management, 2002.
Florida State University, Center for Human Resource Management, 2006.

Society for Human Resource Management, 2004.
Southern Management Association, 2000.

CONSULTING

Principal at Blass and Associates LLC, 2010 - Present
Partner at RSC Consulting Group LLC, 2009 - 2010
Principal at Blass Consulting, 2007-2009

Consulting activities are centered on the importance of critical thinking, social influence, and human resource management skills, and lean business principles in small businesses leader development.

PUBLICATIONS

Blass, F.R., & Ketchen, D. J. (2014). So, you want to be an entrepreneur? Lessons learned from the Entrepreneurship Bootcamp for Veterans with Disabilities. *Business Horizons*, 57, 5-9.

Ferris, G.R., Harris, J.N., Russell, Z.A., Ellen, B.P. III, & Martinez, A.D., & Blass, F.R. (2014). Reputation in the organizational sciences: A multi-level review, construct assessment, and research directions. In M.R. Buckley, A.R. Wheeler, & J.R.B. Halbesleben (Eds.), *Research in personnel and human resources management* (Vol. 32, pp. 241-303). Bingley, UK: Emerald Group Publishing Ltd.

Blass, F.R., (2010). Associate Editor. *Attitudes Aren't Free: Thinking Deeply About Diversity in the Armed Forces*. Montgomery, AL, Air University Press.

Ferris, G.R., Rogers, L.M., Blass, F.R., Hochwarter, W.A. (2009). Interaction of job-limiting pain and political skill on job satisfaction and organizational citizenship behaviour. *Journal of Managerial Psychology*, 24, 584-608.

Drape, T. G., Levy, D. A., Blass F. R. (2009). Linking stories with on-line threaded discussions for critical thinking in management curriculum. *Developments in Business Simulation and Experiential Exercises*, 36, 28-32.

Levy, D.A., Parco, J. E., & Blass, F. R. (2009). *The 52nd Floor: Thinking Deeply About Leadership*. Montgomery, AL: Enso Books.

Van Iddekinge, C.H., Ferris, G.R., Perrewé, P.L., Perryman, A.A., Blass, F.R., & Heetderks, T.D. (2009). Effects of selection and training on unit-level performance over time: A latent growth modeling approach. *Journal of Applied Psychology*, 94, 829-843.

Parco, J., Levy, D., Blass, R. (2008) Intolerable tolerance: The problem with diversity training in the military. *Armed Forces Journal*. (July 2008).

Blickle, G., Schneider P.B., Perrewé, P.L., Blass, F.R., & Ferris, G.R. (2008) The Roles of Self-Disclosure, Modesty, and Self-Monitoring in the Mentoring Relationship: A Longitudinal Multi-Source Investigation. *Career Development International*, 13 (3).

** 2009 Outstanding Paper Award by Emerald Publishing Group

Blass, F.R., Brouer, R.L., Perrewé, P.L., & Ferris, G.R. (2007) Politics understanding and networking ability as a function of mentoring: The roles of race and gender. *Journal of Leadership & Organizational Studies*, 14 (2), 93-103.

Zinko, R., Ferris, G.R., Blass, F.R., & Laird, M.D. (2007). Toward a theory of reputation in organizations. In J.J. Martocchio (Ed.), *Research in Personnel and Human Resources Management* (Vol. 26, pp. 169-209). Oxford, UK: JAI Press/Elsevier Science Ltd.

Blass, F.R., & Ferris, G.R. (2007) The roles of political skill, contextual learning, and adaptation in career effectiveness in military settings. *Human Resource Management Journal*, 46 (1), 5-19.

Blass, F.R., & Levy, D.A. (2005). The Case for Management Expertise: An Elusive Argument. *Ethics and Critical Thinking*, 2005(3), 27-37.

Blass, F.R., & Levy, D.A. (2005). Where am I and who are you? The interplay of organizational socialization and national culture. *Insights to a Changing World* 2005(3), 1-17.

Hall, A. T., Blass, F. R., Ferris, G. R., & Massengale, R. (2004). Leader reputation and accountability in organizations: Implications for dysfunctional leader behavior. *The Leadership Quarterly*, 15(4), 515-536.

Ferris, G. R., Blass, F. R., Douglas, C., Kolodinsky, R. W., & Treadway, D. C. (2003). Personal reputation in organizations. In J. Greenberg (Ed.), *Organizational behavior: The state of the science* (Second edition, pp. 211-246). Mahwah, NJ: Lawrence Erlbaum.

Blass, F.R. (2003). Socialization tactics, content and career effectiveness: The role of political skill in contextual adjustment and effectiveness. Unpublished doctoral dissertation, College of Business, Florida State University.

Ferris, G. R., Hochwarter, W. A., Douglas, C., Blass, F. R., Kolodinsky, R. W., & Treadway, D. C. (2002). Social influence processes in organizations and human resource systems. In G. R. Ferris (Ed.), *Research in personnel and human resources management* (Vol. 21, pp. 65-127). Oxford, UK: JAI Press/Elsevier Science.

Perrewé, P. L., Young, A. M., & Blass, F. R. (2002). Mentoring within the political arena. In G. R. Ferris, M. R. Buckley, & D. B. Fedor (Eds.), *Human resources management: Perspectives, context, functions, and outcomes* (Fourth ed., pp. 343-355). Englewood Cliffs, NJ: Prentice-Hall.

Hornyak, M. J., Blass, F. R., Holt, E. S. (2001). Integrating management curriculum: Linking courses with Frontpage. *Developments in Business Simulation and Experiential Exercises* (Vol. 28, 2001, pp. 106-110).

PRESENTATIONS

Balwin, L., Bellairs, T., Blass, F.R., & Leon, M.L. (2014). Active duty to academia: challenge and success in post-graduate education. Presented at the Service Members to Civilian Summit, 1-3 December, University of Alabama; Tuscaloosa, AL.

Blass, F.R. (2014) Lean Business Model for Startups, Existing Businesses, and Non-Profits. 2014 South Florida Small Business Leadership Conference, 29 June, Ft. Lauderdale, FL.

Blass, F.R. (2014) People Matter; Recruiting, Hiring, retention, Na Advancing Talent. 2014 Veteran Women Igniting the Spirit of Entrepreneurship (V-Wise) Conference, 13-15 June, New York City, NY.

Mackey, J. D., Perrewé, P. L., McAllister, C. P., & Blass, F. R. (2014) *Fit as a resource to reduce workplace stress: An examination of non-Veterans and Veterans*. Manuscript presented at the Academy of Management Annual Meeting in Philadelphia, Pennsylvania.

Blass, F.R. (2014) Strategic Leadership and Planning: Invited Speaker. Stellar Corporation Executive Education Program, 26 Jan, Florida State University, Tallahassee, FL.

Blass, F.R. (2013) Invited Speaker. Kiwanis International, Tallahassee Chapter, 27 Aug, Tallahassee, FL.

Blass, F.R. (2013) People Matter; Being Both an Effective Leader and Business Owner. 2013 Veteran Women Igniting the Spirit of Entrepreneurship (V-Wise) Conference, 3-6 May, Chicago, IL.

Blass, F.R. (2012) Coaching, Counseling, and Corrective Action. 2012 Entrepreneurship Bootcamp for Veterans with Disabilities Annual Conference, 19-21 Oct, Denver, CO.

Blass, F.R. (2012) Introduction to Entrepreneurship. 2012 RETREAT, 31 May, Florida State University, FL.

- Blass, F.R. (2012) Developing Entrepreneurs as a Social Mission. 2012 Dalton Institute Conference, 3 Feb, Florida State University, FL.
- Blass, F.R. (2011) Acquiring and Managing Human Capital. 2011 Entrepreneurship Bootcamp for Veterans with Disabilities Annual Conference, 12-15 Oct, Orlando, FL.
- Blass, F.R. (2011) People Matter; Being Both an Effective Leader and Business Owner. 2011 Veteran Women Igniting the Spirit of Entrepreneurship (V-Wise) Conference, 25-27 Sep, Baltimore, MD.
- Blass, F.R. (2011) People Matter; Being Both an Effective Leader and Business Owner. 2011 Veteran Women Igniting the Spirit of Entrepreneurship (V-Wise) Conference, 5-7 May, San Antonio, TX.
- Blass, F.R. (2011) Thinking Critically About Leadership Seminar. Florida State University Advanced Level Leadership Program, 28 Apr, Tallahassee, FL.
- Blass, F.R. (2011) Invited Speaker. Military Officers Association of America (MOAA), Tallahassee Chapter, 27 Apr, Tallahassee, FL.
- Blass, F.R. (2010) Own your Future: Entrepreneurship as a Way Forward. 2010 Annual Road to Recovery Conference, 12-13 Dec, Orlando, FL.
- Blass, F.R., (2010) Entrepreneurial Leadership. Invited Presentation at Entrepreneurship Bootcamp for Veterans with Disabilities - Families, 8 Nov, Whitman School of Management, Syracuse University, Syracuse, NY.
- Blass, F.R. (2010) Invited Speaker. Air Force Association (AFA) Tallahassee Chapter, 19 Aug, Tallahassee, FL.
- Blass, F.R. (2010) Panel Member. Caring About Wounded Warriors: The Entrepreneurship Bootcamp for Veterans with Disabilities. Academy of Management Annual Conference, 6-9 Aug, Montreal, Canada
- Blass, F.R., (2010) Thinking About Leadership. Invited Presentation at Entrepreneurship Bootcamp for Veterans with Disabilities, 25 Jul, Whitman School of Management, Syracuse University, Syracuse, NY.
- Blass, F.R., (2010) Thinking Deeply About Leadership. Invited Presentation at Panama City Beach Chamber of Commerce, 27 May, Panama City Beach, FL.
- Blass, F.R. (2010) Invited Speaker. FSU Alumni Association Annual Emeritus Meeting. 9 Apr, Tallahassee, FL.

- Blass, F.R. (2010). Human Resource Management for Small Businesses. Jim Moran Institute Round Table Session, 20 Jan, Tallahassee, FL.
- Blass, F. R., Haynie, J.M. (2009). Indirect ties in entrepreneurial relationships: Reputation as a bridge to structural holes. Southern Management Association Annual Conference, 11-15 Nov, Asheville, NC.
- Brouer, R., Gallagher, V.C., Giordano, G., & Blass, F.R. (2009). Individual and team needs: The consequences of person-team fit and implications of assessing needs compatibility in virtual workplaces. Southern Management Association Annual Conference, 11-15 Nov, Asheville, NC.
- Blass F. R., (2009) Social Entrepreneurship. Invited Presentation at Entrepreneurship Bootcamp for Veterans with Disabilities, Whitman School of Management, Syracuse University, Syracuse, NY.
- Blass F. R., (2009) Partners & Teams, Human Resources, & Other People Issues. (2009) Invited Presentation at Entrepreneurship Bootcamp for Veterans with Disabilities, Whitman School of Management, Syracuse University, Syracuse, NY.
- Blass F. R., (2009) Social Entrepreneurship as a Learning Venture. Invited Presentation at Syracuse Entrepreneurship Classroom (SEC09) program, Whitman School of Management, Syracuse University, Syracuse, NY.
- Blass, F.R. Transformational Teaching. (2009). Invited speaker for Doctoral Student Professional Development Workshop. 10 April, Florida State University, Tallahassee, FL.
- Levy, D. A., Drape, T. G., Blass F. R. (2009). Experiential learning exercise: A dramaturgical approach to understanding organizational interaction. Presentation at the Eastern Academy of Management Annual Conference, May 16-18, Hartford, CT.
- Drape, T. G., Levy, D. A., Blass F. R. (2009). Linking stories with on-line threaded discussions for critical thinking in management curriculum. Presentation at the Association of Business Simulation and Experiential Learning Conference, Mar 18-20, Seattle, WA.
- Rogers, L.M., Ferris, G.R., Blass, F.R., & Hochwarter, W. A. (2008) Interaction of Job-Limiting Pain and Political Skill on Job Satisfaction and Organizational Citizenship Behavior. Southern Management Association Annual Meeting, St Petersburg Beach, FL.
- ** Best Doctoral Paper award*

- Blass, F. R. (2008) Invited Panel Member on Culturally Responsive Entrepreneurship session. Global Consortium of Entrepreneurship Centers Annual Conference. Tucson AZ.
- Blass F. R., (2008) Partners & Teams, Human Resources, & Other People Issues. Invited Presentation at Entrepreneurship Bootcamp for Veterans with Disabilities, Whitman School of Management, Syracuse University, Syracuse, NY.
- Van Iddekinge, C.H., Ferris, G.R., Perryman, A.A., Perrewé, P.L., & Blass, F.R. (2008). It's all about execution: Selection and training implementation and unit performance. In J.C. Molloy (Chair), *Bridging micro and macro HR: Emerging theoretical and empirical research*. Symposium presented at the Academy of Management, 68th Annual National Meeting, Anaheim.
- Blass, F.R., Perrewe, P., & Ferris, G., Political Skill at Work. (2007) Presentation at the Florida State University Center for Human Resource Management, Bi-Annual meeting, Ft Lauderdale, FL.
- Blass, F.R., Strategic Human Resource Management. (2007) Invited speaker for Executive Education Training Program, Waikato Management School, Waikato University, Hamilton, New Zealand.
- Blass F. R., (2007) Partners & Teams, Human Resources, & Other People Issues. (2007) Invited Presentation at Entrepreneurship Bootcamp for Veterans with Disabilities, Whitman School of Management, Syracuse University, Syracuse, NY.
- Political Skill Workshop. (2007) New Jersey Resources University, January 12, May 10, 2007, July 23.
- Blass, F.R., & Brouer, R. Socialization Tactics, Content, and Political Skill: The role of mentoring in political skill development. (2006) Southern Management Association Annual Conference, 25-29 Oct, Clearwater, FL.
- Ferris, G.R., Zinko R., Blass, F.R., Laird, M.D. (2006) Toward a theory of reputation in organizations. Academy of Management Annual Meeting, August 11-16, in Atlanta, Georgia.
- Blass, F.R., & Levy, D. "Where am I and who are you? (2005) The interplay of Organizational Socialization and National Culture". Ethics and Critical Thinking Conference, December 10, 2005, Arlington, Texas.

Blass, F.R. *Ideas to Promote Quality Student Thinking*. (2005). Invited speaker for New Faculty Orientation, 13 July, USAF Academy, CO.

Hall, A.T., Blass, F.R., & Ferris, G.R. (2003). Leader reputation and accountability: Implications for leader behavior. In A.P. Ammeter (Chair), *Leadership in a democratic organization: Positive and negative impacts of leader political skill*. Symposium presented at the Academy of Management, 63rd Annual National Meeting, Seattle.

Blass, F. R. (2002). Individual reputation in organizations: A preliminary conceptualization. Presentation at the Annual Southern Management Association Conference, November 6-9, Atlanta, GA.

Hornyak, M. J., Blass, F. R., Holt, E. S. (2001). Integrating management curriculum: Linking courses with Frontpage. Presentation at the Association of Business Simulation and Experiential Learning Conference, April 4-6, San Diego, CA.

Strbiak, C. A., & Blass, R. (1998) Air Expeditionary Force: An integrative (Air Force) management exercise. Presentation at the 40th Annual Mountain Plains Management Conference. Denver, Colorado.

RESEARCH IN PROGRESS

Mackey, J. D., Perrewé, P.L., & Blass, F. R. (in progress). *An examination of Veterans' stress in the civilian workforce*. Grant funded by the National Institute for Occupational Safety and Health (NIOSH) Pilot Research Project through the Sunshine Education and Research Center at the University of South Florida (\$9,000).

Blass, F.R., Ferris, G.R, Hochwarter, W.A., Leader Political Skill and Social Capital Accumulation: An Entrepreneurial Imperative. *Manuscript in preparation*.

Mackey, J., Perrewe, P.L., & Blass, F.R. The Role of Chronic Strain and Personal Resources on Veterans' Transition to Traditional Workplace Roles. *Manuscript in preparation*.

Blass, F.R., Hirsch, D.J., Ross, A.D., & Ferris, G.R. Entrepreneurial Cultures: Creating Contexts to Maximize Innovation Development and Transfer. *Manuscript in preparation*.

Blass, R., Social Influence. *Book Manuscript in preparation*.

Blass, R. Organizational Anthropology. *Book Manuscript in preparation*.

Blass, F. R., Haynie, J. M. The De-Institutionalization of the American Soldier: Re-integration and identity transition through entrepreneurship. *Manuscript in preparation.*

Martin, J., Blass F.R., Consequences of Reputation during Organizational Transfer. *Manuscript in preparation*

Blass, F. R., & Brymer, R. A., Brouer, R. How's your game? The importance of political skill in small business management. *Manuscript in preparation.*

TEACHING

Awards/Distinctions

2011 – Florida State University College of Business Core Values Award
2011 - *Inc.* Magazine, EBV as Top Ten Best Entrepreneurship Courses in Country
2009 - Garnet and Gold Key Leadership Honorary Vires Award
2009 - Florida State University Undergraduate Teaching Award
2008 - Florida Campus Compact Community Engagement Educator Award
2000 - Outstanding Educator Award - Air Force Academy award for teaching excellence
1999 - Snyder Award - Departmental award for student development and mentorship
1998 - Helmer Award - Departmental award for teaching excellence

Courses Taught/Developed

ENT 2802 (Entrepreneurship and Contemporary Society) ENT 3503/GEB 4930 (Social Entrepreneurship), MAN 4930 (Social influence for Entrepreneurs) MAN 4390 (Current Issues in HRM), MAN 4301 (Principles of HRM), MAN 4350 (Training and Development), MAN 3240 (Org Behavior), MAN 3025 (Concepts of Mgt), MAN 4930 (Social Influence), MGT 200/210 (Introduction to Management), MGT 303 (Perspectives in Management), MGT 361/438/630 (Human Resource Management), MGT 345/3240 (Org Behavior), MGT 348/448 (Power and Influence in Organizations), MGT 439 (Legal and Social Issues in Human Resource Management).

MILITARY EXPERIENCE

Assignments

1979 - 1980 Basic Military Training/Security Specialist Training Lackland, AFB, TX
1980 - 1983 Missile Security Dispatcher, Malmstrom AFB, MT
1983 - 1986 Emergency Actions Controller, Tyndall AFB, FL
1986 - 1988 Airborne Command and Control, Langley AFB, VA
1988 - 1990 ROTC Cadet, University of South Florida, Tampa, FL
1990 - 1992 Emergency Actions Training Officer, Holloman AFB, NM
1991 Chief, CENTAF Forward Operations Center, Operation DESERT STORM
1992 - 1994 Chief Operations Plans, Holloman AFB, NM
1994 - 1995 Chief, Wing Tactical Deception, Holloman AFB, NM
1995 - 1997 Air Force Intern, HQ USAF, Pentagon, Washington DC

1997 - 2000 Instructor, USAF Academy, Colorado Springs, CO
2000 - 2003 AFIT Doctoral Student, Florida State University, Tallahassee, FL
2003 - 2004 Student, Air Command and Staff College, Maxwell AFB, AL
2004 - 2006 Associate Professor, USAF Academy, Colorado Springs, CO

Training

1979 - Basic Military Training
1980 - Security Specialist Course
1983 - Command and Control Course
1987 - Non-Commissioned Officer Leadership School
1989 - ROTC Field Training
1990 - Operations Management Officer Course
1992 - Contingency Wartime Planning Course
1995 - Squadron Officer School
1996 - Air Force Intern Program
2004 - Air Command and Staff College

Decorations

Meritorious Service Medal with two Bronze Oak Leaf Clusters
Air Force Commendation Medal with Bronze Oak Leaf Clusters
Air Force Achievement Medal
National Defense Service Medal with one Bronze Star
Southwest Asia Service Medal with one Bronze Oak Leaf Cluster
Small Arms Expert Marksmanship with one Bronze Oak Leaf Cluster
Air Force Organizational Excellence Award with two Bronze Oak Leaf Clusters
Air Force Outstanding Unit Award

Awards

Distinguished Graduate, NCO Leadership School, 1987
Distinguished Graduate, ROTC, 1990
Tactical Deception Officer of the Year, 12th AF, 1994
Tactical Deception Officer of the Year, Air Combat Command, 1994
Company Grade Officer of the Year, 49 Operations Group, 1994
Distinguished Graduate, Squadron Officer School, 1995
Helmer Award - Departmental award for teaching excellence, 1998
Company Grade Officer of the Quarter, USAFA Dean of Faculty, 1999
Snyder Award - Departmental award for student development and mentorship, 1999
Outstanding Educator Award - Air Force Academy award for teaching excellence, 2000

Other Achievements

Chief Emergency Actions, Al Kharj AB, SA DESERT STORM, 1991
Outstanding Rating for Tactical Deception Wing Operational Readiness Inspection, 1994
Air Force Intern, Office of the Chief of Staff, USAF, 1996
Commander, Global Engagement, USAF Academy, 1999